2 Gifts Will Bring $15-Million Total to Juilliard School

NEW YORK

Two gifts are expected to bring a total of $15-million to the Juilliard School.

Irene Diamond, president of the Aaron Diamond Foundation, New York, has promised a total of $10-million, the largest single gift ever made to the school. Ms. Diamond has already given Juilliard half of the total amount. She plans to leave the school the remaining $5-million in her will.

The foundation was established in 1955 by Ms. Diamond, who worked in theater, and her husband, Aaron, who made his fortune in real estate. The foundation has given to Juilliard in the past, but this is the first personal donation from Ms. Diamond. The gift will create a fund for scholarships and faculty salaries, both with a special focus on members of minority groups.

Another $5-million was donated by Rosemary Willson, the widow of the composer Meredith Willson. Juilliard plans to name a new dormitory overlooking Broadway after Mr. Willson. He is known for his work on the Broadway musical *The Music Man*. Mr. Willson, who died in 1984, was an alumnus of Juilliard's forerunner, the Institute of Musical Art. —JULIE L. NICKLIN

Endowments Gain a Modest 7.2% in 1991-92

Continued From Preceding Page

New Church led all institutions with $435,833 for each of the 330 students it enrolled. Among public universities, the Oregon Health Sciences University Foundation was the leader, with $40,456 for each of its 1,343 enrollees.

Total Value: $64.5-Billion

The total market value of the 396 participating college and university endowments in the year ending June 30, 1991, was $64.5-billion, compared with $60.1-billion for 367 institutions the previous year. The study measures total return, including changes in the market value of investments as well as interest and dividend income.

The 7.2-per-cent overall return was less than that recorded by several benchmarks, including Standard & Poor's index of 500 stocks, which rose 7.4 per cent in the period covered in the study.

NACUBO has studied endowments each year since 1974. The study includes most four-year colleges and universities with endowments of at least $1-million, according to the association. The study is conducted for NACUBO by Cambridge Associates, a financial-research and consulting company.

Copies of the complete report are available for $50 each for members of the association and $75 for others from NACUBO Publications, P. O. Box 96164, Washington 20090-6164. An executive summary is available to members and non-members alike for $5. ■

FACT FILE: Value of 395 Endowments on June 30, 1991

1991 rank	Institution	Market value June 30, 1990	Market value June 30, 1991
1.	Harvard University	$4,653,229,000	$4,669,683,000
2.	University of Texas System	3,256,192,000	3,374,301,000
3.	Princeton University	2,527,140,000	2,624,082,000
4.	Yale University	2,570,892,000	2,566,680,000
5.	Stanford University	2,053,128,000	2,043,000,000
6.	Columbia University	1,494,938,000	1,525,904,000
7.	Washington University	1,365,854,000	1,442,616,000
8.	Massachusetts Institute of Technology	1,404,588,000	1,442,526,000
9.	Texas A&M University System	1,369,000,000	1,395,454,000
10.	Emory University	1,153,875,000	1,289,630,000
11.	Rice University	1,068,633,000	1,140,044,000
12.	University of Chicago	1,074,505,000	1,080,462,000
13.	Northwestern University	983,556,000	1,046,905,000
14.	Cornell University	926,900,000	953,600,000
15.	University of Pennsylvania	808,409,000	825,601,000
16.	University of Notre Dame	605,630,000	637,234,000
17.	Vanderbilt University	603,708,000	613,207,000
18.	Dartmouth College	593,952,000	594,582,000
19.	New York University	542,672,000	581,921,000
20.	University of Rochester	589,007,000	578,358,000
21.	Johns Hopkins University	560,478,000	561,433,000
22.	Rockefeller University	544,274,000	535,865,000
23.	California Institute of Technology	523,729,000	534,085,000
24.	Duke University	472,923,000	527,635,000
25.	University of Southern California	495,595,000	522,931,000
26.	University of Virginia	487,007,000	507,002,000
27.	University of Michigan	448,209,000	500,430,000
28.	Case Western Reserve University	421,820,000	442,722,000
29.	Brown University	425,750,000	431,444,000
30.	Macalester College	320,127,000	390,024,000
31.	University of Delaware	360,278,000	389,523,000
32.	Wellesley College	374,127,000	388,186,000
33.	Southern Methodist University	355,322,000	366,566,000
34.	Ohio State University	321,880,000	351,238,000
35.	Smith College	341,927,000	343,133,000
36.	Swarthmore College	336,239,000	342,453,000
37.	Loyola University of Chicago	306,434,000	338,382,000
38.	Wake Forest University	318,032,000	336,361,000
39.	University of Cincinnati	314,461,000	329,176,000
40.	Texas Christian University [1]	290,816,000	328,624,000
41.	University of Tulsa [1]	306,306,000	319,492,000
42.	Pomona College	295,982,000	316,196,000
43.	Williams College	305,088,000	315,056,000
44.	Carnegie Mellon University	299,168,000	313,331,000
45.	Boston College [1]	276,314,000	312,000,000
46.	Trinity University [1]	285,933,000	307,195,000
47.	George Washington University	296,677,000	305,047,000
48.	University of Richmond	280,567,000	297,478,000
49.	University of Pittsburgh	279,641,000	296,515,000
50.	Grinnell College	286,770,000	292,928,000
51.	University of Minnesota	275,255,000	291,218,000
52.	Berea College	271,114,000	286,279,000
53.	Wesleyan University	270,958,000	271,903,000
54.	Amherst College	269,441,000	268,411,000
55.	Georgetown University	242,255,000	265,763,000
56.	Baylor University [1]	250,377,000	264,163,000
57.	Lehigh University	244,043,000	261,534,000
58.	Vassar College	241,031,000	243,166,000
59.	Rensselaer Polytechnic Institute	240,078,000	240,458,000
60.	Kansas University Endowment Association	226,008,000	235,107,000
61.	Tulane University	233,417,000	234,066,000
62.	University of Florida Foundation	218,559,000	224,854,000
63.	Oberlin College	229,515,000	224,294,000
64.	Georgia Institute of Technology	200,446,000	223,153,000
65.	Middlebury College	213,088,000	209,182,000
66.	Pennsylvania State University	180,457,000	207,825,000
67.	Saint Louis University	188,134,000	206,389,000
68.	Lafayette College	206,081,000	206,382,000
69.	University of Nebraska	178,213,000	201,153,000
70.	University of Minnesota Foundation	173,899,000	200,803,000
71.	University of Washington	170,071,000	198,343,000
72.	University of Miami [1]	170,978,000	196,112,000
73.	Purdue University	170,760,000	181,659,000
74.	Mount Holyoke College	$175,171,000	$180,974,000
75.	University of North Carolina at Chapel Hill	169,082,000	180,568,000
76.	Washington State University	165,386,000	179,067,000
77.	Thomas Jefferson University	196,033,000	176,665,000
78.	Syracuse University	165,042,000	175,840,000
79.	University of Alabama System [2]	158,273,000	175,000,000
80.	Carleton College	175,793,000	174,132,000
81.	Northeastern University	157,237,000	171,978,000
82.	Tufts University	155,615,000	167,571,000
83.	Boston University	180,272,000	167,097,000
84.	Rochester Institute of Technology	165,807,000	165,659,000
85.	Bryn Mawr College	154,602,000	163,802,000
86.	Bowdoin College	151,744,000	161,556,000
87.	Brandeis University	153,137,000	161,112,000
88.	University of Missouri	146,545,000	160,193,000
89.	Agnes Scott College	142,747,000	158,688,000
90.	Rush University	154,589,000	156,549,000
91.	University of Illinois Foundation	143,348,000	153,353,000
92.	State University of New York at Buffalo and Foundation	149,632,000	151,017,000
93.	Colgate University	137,153,000	146,555,000
94.	University of Wisconsin Foundation	127,271,000	144,780,000
95.	Trinity College (Conn.)	137,348,000	144,321,000
96.	University of Oklahoma	not reported	143,966,000
97.	Academy of the New Church	141,843,000	143,825,000
98.	Colorado College	137,694,000	143,622,000
99.	Occidental College	147,278,000	140,391,000
100.	Southwestern University	126,673,000	136,462,000
101.	Wabash College	129,621,000	135,934,000
102.	Virginia Tech Foundation	117,400,000	130,200,000
103.	Earlham College	132,790,000	129,634,000
104.	Rutgers University	117,046,000	125,643,000
105.	Claremont McKenna College	103,078,000	119,728,000
106.	Hamilton College	114,519,000	118,447,000
107.	University of Tennessee System	107,145,000	117,790,000
108.	Santa Clara University	110,562,000	115,366,000
109.	Washington and Lee University	109,484,000	113,638,000
110.	Cranbrook Educational Community	111,213,000	112,322,000
111.	Loyola Marymount University	106,353,000	112,279,000
112.	Samford University [1]	52,307,000	111,778,000
113.	University of Houston System	86,589,000	109,948,000
114.	Bucknell University	98,193,000	109,470,000
115.	University of Wisconsin System	101,373,000	108,842,000
116.	Cooper Union	106,053,000	108,580,000
117.	Radcliffe College	99,986,000	106,817,000
118.	Worcester Polytechnic Institute	98,236,000	105,819,000
119.	Union College (N.Y.)	97,684,000	105,806,000
120.	Whitman College	99,935,000	104,877,000
121.	University of Louisville Foundation	95,021,000	103,016,000
122.	University of Georgia and Foundation	93,128,000	102,658,000
123.	Mercer University	97,486,000	102,103,000
124.	De Pauw University	92,422,000	98,838,000
125.	University of the South	97,085,000	98,558,000
126.	Reed College	89,662,000	97,802,000
127.	University of California at Los Angeles Foundation	85,403,000	95,967,000
128.	Marquette University	83,085,000	95,062,000
129.	College of William and Mary	87,591,000	93,712,000
130.	University of Iowa Foundation	80,741,000	92,724,000
131.	Davidson College	85,092,000	92,568,000
132.	Auburn University and Foundation [2]	not reported	92,402,000
133.	Franklin and Marshall College	85,356,000	90,357,000
134.	Haverford College	83,876,000	89,059,000
135.	College of the Holy Cross	81,055,000	88,344,000
136.	University of Saint Thomas	94,179,000	87,986,000
137.	Furman University [1]	79,748,000	87,867,000
138.	Denison University	75,071,000	85,894,000
139.	St. Lawrence University	80,058,000	85,718,000
140.	Wheaton College (Ill.)	86,906,000	84,937,000
141.	University of Kentucky	76,046,000	84,790,000
142.	Drew University	80,064,000	84,497,000
143.	Rhodes College	80,156,000	84,444,000
144.	Pepperdine University	not reported	80,295,000
145.	University of Colorado Foundation	68,475,000	80,081,000
146.	Hampton University	78,221,000	79,423,000

[1] As of May 31
[2] As of September 30
[3] As of August 31
[4] As of July 31
[5] As of April 30
[6] As of December 31

1991 rank	Institution	Market value June 30, 1990	Market value June 30, 1991
147.	Colby College	$77,682,000	$78,144,000
148.	Willamette University [1]	74,498,000	77,846,000
149.	College of Wooster	74,707,000	76,137,000
150.	Berry College	70,200,000	76,039,000
151.	Austin College	74,940,000	75,186,000
152.	University of Vermont	74,924,000	75,020,000
153.	Kansas State University Foundation	71,226,000	73,989,000
154.	Harvey Mudd College	67,530,000	73,700,000
155.	Fordham University	69,798,000	73,071,000
156.	Drexel University	not reported	72,997,000
157.	West Virginia University Foundation	64,137,000	70,940,000
158.	Mills College	71,220,000	70,775,000
159.	Lawrence University	68,024,000	70,020,000
160.	Michigan State University	61,733,000	69,658,000
161.	Ithaca College	62,030,000	69,093,000
162.	Bates College	62,504,000	68,740,000
163.	Ohio University	65,523,000	68,494,000
164.	University of New Mexico and Foundation	not reported	68,251,000
165.	University of Nevada	62,546,000	67,079,000
166.	Simmons College	62,447,000	65,544,000
167.	Virginia Commonwealth University	60,219,000	64,178,000
168.	Temple University	60,717,000	63,829,000
169.	Rhode Island School of Design	58,892,000	63,303,000
170.	University of Dayton	60,691,000	62,601,000
171.	Goucher College	59,760,000	62,330,000
172.	Teachers College, Columbia University [3]	52,914,000	62,181,000
173.	Dickinson College	56,922,000	61,287,000
174.	Scripps College	61,253,000	61,230,000
175.	Louisiana State University System	not reported	60,875,000
176.	University of Arizona	55,790,000	59,702,000
177.	University of Hawaii	55,216,000	58,992,000
178.	Hendrix College [4]	51,983,000	57,331,000
179.	University of Maryland System	54,556,000	56,893,000
180.	University of Puget Sound	51,581,000	56,767,000
181.	Albion College	52,853,000	56,245,000
182.	Bentley College	52,964,000	56,209,000
183.	Oregon State System of Higher Education	51,221,000	55,646,000
184.	University of South Carolina System	51,757,000	55,328,000
185.	Illinois Institute of Technology [1]	not reported	55,054,000
186.	University of South Florida Foundation	44,497,000	54,736,000
187.	Oregon Health Sciences University Foundation	47,570,000	54,332,000
188.	Birmingham-Southern College [1]	not reported	54,031,000
189.	Clemson University and Foundation	50,725,000	54,003,000
190.	Claremont University Center	52,211,000	53,704,000
191.	Creighton University	48,206,000	53,578,000
192.	Allegheny College	51,101,000	53,065,000
193.	Centre College of Kentucky	50,690,000	53,025,000
194.	Philadelphia College of Pharmacy and Science	51,220,000	52,060,000
195.	University of Illinois	47,835,000	51,377,000
196.	Spelman College	51,478,000	51,341,000
197.	Sweet Briar College	50,045,000	51,308,000
198.	Washington and Jefferson College	not reported	50,634,000
199.	Clark University [1]	44,930,000	50,100,000
200.	North Carolina State University	46,187,000	50,068,000
201.	Oregon State University Foundation	38,635,000	49,708,000
202.	Morehouse College	43,854,000	49,379,000
203.	Randolph-Macon Woman's College	47,198,000	49,188,000
204.	University of Denver	47,631,000	48,699,000
205.	Stevens Institute of Technology	not reported	48,574,000
206.	Barnard College	44,413,000	48,377,000
207.	Transylvania University	47,464,000	48,095,000
208.	Lutheran University Association Valparaiso University	not reported	47,526,000
209.	Wayne State University	44,011,000	47,326,000
210.	Saint Olaf College [1]	38,643,000	47,119,000
211.	University of Arkansas and Foundation	not reported	46,554,000
212.	Hartwick College	45,457,000	46,183,000
213.	University of Mississippi	44,059,000	46,052,000
214.	University of Medicine and Dentistry of New Jersey	47,909,000	46,017,000
215.	Kalamazoo College	41,637,000	45,552,000
216.	University of Wyoming	not reported	45,291,000
217.	Gettysburg College	$41,865,000	$45,156,000
218.	University of Tennessee at Chattanooga Foundation [1]	43,159,000	45,153,000
219.	Wheaton College (Mass.)	not reported	45,098,000
220.	Mississippi State University and Foundation	39,743,000	44,701,000
221.	Alma College	43,933,000	44,653,000
222.	Baldwin-Wallace College	42,671,000	43,909,000
223.	De Paul University	38,294,000	43,615,000
224.	Connecticut College	39,243,000	43,438,000
225.	Wittenberg University	40,418,000	43,340,000
226.	Florida State University Foundation	30,725,000	42,233,000
227.	Clarkson University	39,152,000	42,124,000
228.	Ursinus College	40,236,000	41,835,000
229.	Iowa State University Foundation	38,959,000	41,742,000
230.	Loyola College	not reported	41,578,000
231.	Seattle University	39,748,000	41,047,000
232.	University of San Francisco [1]	37,054,000	40,900,000
233.	Ohio Wesleyan University	40,645,000	40,846,000
234.	Hollins College	40,067,000	40,252,000
235.	University of Akron	38,083,000	40,200,000
236.	Rider College	39,780,000	39,994,000
237.	Washburn Endowment Association	36,851,000	39,820,000
238.	Oklahoma State University Foundation	32,111,000	39,542,000
239.	Texas Tech University [3]	37,256,000	39,184,000
240.	Beloit College [1]	34,043,000	38,984,000
241.	Skidmore College	35,424,000	38,777,000
242.	Stonehill College	35,590,000	38,492,000
243.	Hampden-Sydney College	34,567,000	37,839,000
244.	Buena Vista College	41,800,000	37,545,000
245.	Hobart and William Smith Colleges [1]	not reported	37,525,000
246.	Bryant College	33,797,000	37,385,000
247.	Wentworth Institute of Technology	34,686,000	35,674,000
248.	California State University System	33,857,000	35,146,000
249.	Hiram College	30,432,000	34,775,000
250.	Lewis and Clark College	35,772,000	34,694,000
251.	Norwich University	35,166,000	34,662,000
252.	Bowling Green State University	29,724,000	33,672,000
253.	Drake University [1]	30,759,000	33,599,000
254.	Lake Forest College [1]	32,779,000	33,254,000
255.	Illinois College	30,829,000	33,083,000
256.	Babson College	30,979,000	32,917,000
257.	College of Idaho	not reported	32,839,000
258.	New York Medical College	32,853,000	32,500,000
259.	Saint John's University (Minn.)	30,334,000	32,430,000
260.	Mount Union College	32,491,000	32,394,000
261.	Hood College	32,050,000	32,362,000
262.	Presbyterian College	not reported	32,243,000
263.	Rollins College [1]	24,372,000	32,198,000
264.	Regis College (Mass.)	28,712,000	32,051,000
265.	University of Maine System	28,600,000	31,900,000
266.	Miami University	26,805,000	31,052,000
267.	Bethany College (W.Va.)	30,193,000	30,784,000
268.	John Carroll University [1]	26,329,000	30,525,000
269.	New School for Social Research	26,767,000	30,472,000
270.	Hope College	28,192,000	30,154,000
271.	Saint Mary's College (Ind.)	28,716,000	30,060,000
272.	Susquehanna University	25,434,000	29,494,000
273.	Muhlenberg College	28,941,000	29,478,000
274.	Millsaps College	not reported	29,464,000
275.	Seton Hall University	not reported	29,317,000
276.	Knox College	28,732,000	29,296,000
277.	Ball State University Foundation	31,164,000	28,912,000
278.	University of Scranton [1]	23,368,000	28,809,000
279.	Chapman College [1]	23,715,000	28,291,000
280.	Stetson University [1]	25,849,000	28,212,000
281.	University of Hartford	25,747,000	27,907,000
282.	Roanoke College	25,339,000	27,312,000
283.	Juniata College	25,438,000	27,048,000
284.	Wells College	27,377,000	26,845,000
285.	Messiah College	not reported	26,827,000
286.	Lynchburg College	25,306,000	26,735,000
287.	Medical College of Wisconsin	25,554,000	26,293,000
288.	University of Iowa	not reported	26,079,000
289.	Bradley University [1]	not reported	25,786,000

Continued on Following Page

PRIVATE SUPPORT

BLANDIN FOUNDATION
100 Pokegama Avenue, North
Grand Rapids, Minn. 55744

Private colleges. For summer fellowships for joint research by faculty members and students: $519,600 over two years to Minnesota Private College Research Foundation.

LYNDE AND HARRY BRADLEY FOUNDATION
777 East Wisconsin Avenue
Milwaukee 53202

International studies. For an Institute for Eastern Studies: $207,320 to St. John's College at Santa Fe.

GENERAL MILLS FOUNDATION
P.O. Box 1113
Minneapolis 55440

Black colleges. For support of programs: $570,000 over two years to United Negro College Fund.

Students. For an office and support program for Southeast Asian students: $325,000 over four years to Augsburg College (Minn.).

W. K. KELLOGG FOUNDATION
400 North Avenue
Battle Creek, Mich. 49017-3398

Community colleges. To help community colleges in the Carolinas, Maryland, and Virginia to emphasize community-based programs: $3.6-million to North Carolina State U.

Health. For health-care programs for urban adolescents: $704,473 to U. of Chile.
—For community-based health services: $386,454 to U. of Natal (South Africa).
—To educate traditional healers and the public on the proper use of medicinal-plant extracts: $146,032 to U. of Zimbabwe.
—For health-care programs in rural areas: $100,700 to U. of Zimbabwe.

Non-traditional students. For programs for adults and non-traditional students offered by the Society of Fellows at Rewley House: $8-million to U. of Oxford (England).

Science education. For summer programs of science education: $100,000 to Michigan State U.

KRESGE FOUNDATION
P.O. Box 3151
3215 West Big Beaver Road
Troy, Mich. 48007-3151

Facilities. For construction of the Leadership Center for Women: $400,000 to Columbia College (S.C.).
—For renovation projects: $500,000 to Bank Street College of Education and $400,000 to Franklin U.
—For renovation and expansion of science facilities: $300,000 to Madonna U.

Science education. For equipment for undergraduate chemistry laboratories: $500,000 to U. of Rochester.

SID W. RICHARDSON FOUNDATION
309 Main Street
Fort Worth 76102

Health care. For health-care programs in rural areas: $200,000 to Texas Tech U. Health Sciences Center.

Teacher education. For programs of teacher education in cooperation with the Fort Worth Independent School District: $370,000 to Texas Christian U.

US WEST FOUNDATION
7800 East Orchard Road
Englewood, Colo. 80111

Teacher education. For projects to improve mathematics and science education by teachers in Colorado and Wyoming: $184,000 to U. of Northern Colorado.

Gifts & Bequests

Philadelphia College of Textiles and Science. For the capital campaign: $200,000 from G. Allen Mebane.

Polytechnic University. For support of programs: $960,000 from the estate of John J. Burnett.

St. John's College (N.M.). For support of programs: $3.1-million from Mara and Charles Robinson.

Texas Tech University. For research on Alzheimer's disease: $1-million from Vernon and Elizabeth Haggerton.

Tri-State University. For the school of business: $1-million from Ralph W. Ketner.
—For a professorship in engineering: $500,000 from John G. and Virginia Stemples.
—For renovation of facilities for humanities programs: $1-million from Charles and Nancy Taylor.

University of North Carolina at Chapel Hill. For the capital campaign: $1.45-million from Burroughs Wellcome Company.

University of Tennessee at Chattanooga. For support of programs: land valued at $2.6-million from an anonymous donor.

PHILANTHROPY NOTES

- **$10-million for Yale's art gallery in memory of late Senator**
- **Trustee gives Northwestern U. $10-million for professorships**
- **North Carolina State promised $11-million by 1965 alumnus**
- **Anonymous donors make $30-million challenge to Cornell U.**
- **Group of companies in Taiwan pledge $10-million to MIT**

Teresa Heinz plans to give $10-million to the art gallery at Yale University in memory of her late husband, Senator John Heinz, III.

The gift, the largest ever to the gallery, was announced by Yale President Benno C. Schmidt during a benefit dinner for the gallery held at Sotheby's Inc.

The donation brings to about $400-million the total collected so far in Yale's five-year, $1.5-billion capital campaign, which will be announced this spring. It will seek $25-million for the gallery.

Ms. Heinz is chairwoman of the Howard Heinz Endowment and the Heinz Family Foundation. Henry J. Heinz, II, her father-in-law, was the long-time chairman of the H. J. Heinz Corporation. Ms. Heinz's husband, who graduated from Yale in 1960, was a Senator from Pennsylvania. He served on the art gallery's governing board before his death in 1991.

■

A trustee has given Northwestern University $10 million for outstanding professors.

University officials say the gift, from Charles Deering McCormick, will allow Northwestern to award 10 professorships to tenured faculty members who have demonstrated outstanding performance in undergraduate courses. Each professorship, which will be awarded for a three-year term, sets aside $7,000 as a salary supplement and $3,000 for professional development.

The McCormick family founded International Harvester Company, which is now Navistar International Corporation. The company, headquartered in Chicago, manufactures medium and heavy trucks. The family has a long history of giving to Northwestern.

■

North Carolina State University has been promised $11-million by a 1965 alumnus who now heads a nationwide weight-loss company. The gift would be the university's largest ever.

The gift, from Reef C. Ivey, II, co-owner of Nutri/System Inc., will endow two programs for students. Once the endowments are established, fellowships valued at $23,000 each will be awarded annually to doctoral students. Scholarships—$3,500 each for in-state and $6,000 each for out-of-state students—will be awarded to undergraduates. The awards are renewable for three years.

Mr. Ivey's donation brings to $130-million the total in pledges and gifts received in the university's five-year, $230-million capital campaign. It will end next year.

■

Cornell University stands to receive $30-million from a group of anonymous donors if it can raise three times that amount by the end of the year.

The challenge grant is the largest ever given to Cornell. As gifts from other donors come in, money from the group will be added to Cornell's $1.25-billion capital campaign. Announced in 1990, the drive has raised more than $554-million so far. Among other goals, the campaign seeks to establish 125 endowed professorships.

If it is successful in meeting the anonymous challenge, Cornell will use the $30-million to create up to 60 endowed positions.

■

A group of Taiwan companies, under the aegis of the Epoch Foundation, has promised $10-million to the Massachusetts Institute of Technology. The gift will create an endowment for MIT's management school.

Already, 12 corporations in Taiwan have given a total of $6-million to MIT's Sloan School of Management. Eight more will donate the remaining $4-million of the gift before 1994.

The endowment created by the gifts through the Taiwan-based foundation will support the MIT school's research on companies in the Asia/Pacific region.

The fund will also establish programs, conferences, and workshops here and abroad to train students and business professionals from the region.

In addition, some faculty salaries and student scholarships will be paid for by the endowment.

—JULIE L. NICKLIN

FACT FILE: Value of 395 Endowments on June 30, 1991—Continued From Preceding Page

1991 rank	Institution	Market value June 30, 1990	Market value June 30, 1991
290.	Suffolk University	$24,734,000	$25,424,000
291.	University of North Carolina at Greensboro	24,144,000	25,399,000
292.	Southern California College of Optometry	16,016,000	25,360,000
293.	Randolph-Macon College	23,567,000	25,320,000
294.	University of Redlands	23,143,000	24,954,000
295.	Marietta College	23,203,000	24,834,000
296.	High Point College [1]	23,031,000	24,830,000
297.	Guilford College	22,658,000	24,687,000
298.	Rockhurst College	23,838,000	24,644,000
299.	Fairfield University	21,403,000	24,402,000
300.	California Institute of the Arts	24,478,000	24,317,000
301.	Dillard University	22,572,000	24,143,000
302.	Xavier University (Ohio) [1]	20,730,000	23,891,000
303.	Canisius College	22,211,000	23,547,000
304.	University of Indianapolis	22,482,000	23,464,000
305.	University of Connecticut Foundation	not reported	23,361,000
306.	Moravian College	18,431,000	23,258,000
307.	Doane College	22,004,000	23,166,000
308.	Pitzer College	21,282,000	23,063,000
309.	Alfred University	22,208,000	22,903,000
310.	Ohio Northern University [1]	22,593,000	22,650,000
311.	American University [5]	19,811,000	22,500,000
312.	St. John's College (Md.)	22,617,000	22,145,000
313.	La Salle University	19,322,000	21,415,000
314.	Augustana College (Ill.)	not reported	21,366,000
315.	Cornell College	20,451,000	21,096,000
316.	Old Dominion University	19,189,000	20,469,000
317.	Washington College	18,724,000	20,367,000
318.	Salem College	18,941,000	20,359,000
319.	Ripon College	19,068,000	20,348,000
320.	University of Dallas [1]	20,671,000	20,271,000
321.	Saint Norbert College	19,258,000	20,268,000
322.	Mary Baldwin College	18,365,000	19,637,000
323.	Simpson College (Iowa)	not reported	19,442,000
324.	Monmouth College (Ill.)	17,451,000	18,245,000
325.	San Diego State University Foundation	16,595,000	18,129,000
326.	Central University of Iowa	not reported	18,073,000
327.	Luther College	not reported	17,843,000
328.	Morningside College [1]	16,596,000	17,621,000
329.	Muskingum College	not reported	17,478,000
330.	Marywood College	15,768,000	17,205,000
331.	Utah State University	14,607,000	17,068,000
332.	Western Michigan University Foundation	15,543,000	17,036,000
333.	Maryville University [1]	not reported	16,886,000
334.	Nazareth College of Rochester	16,275,000	16,755,000
335.	Iowa State University	13,997,000	16,642,000
336.	Otterbein College	16,662,000	16,405,000
337.	Sarah Lawrence College [1]	14,976,000	16,213,000
338.	Georgetown College	14,031,000	16,184,000
339.	Albright College [1]	15,131,000	16,178,000
340.	Elizabethtown College	15,467,000	16,070,000
341.	Ouachita Baptist University [1]	15,184,000	16,058,000
342.	Western Maryland College	13,502,000	15,853,000
343.	Arizona State University	14,439,000	15,020,000
344.	Saint Bonaventure University [1]	$14,660,000	$14,809,000
345.	Memphis State University	14,791,000	14,412,000
346.	University of Evansville [1]	12,577,000	14,288,000
347.	King's College (Pa.)	13,624,000	14,263,000
348.	Western New England College	13,074,000	14,253,000
349.	Carroll College (Wis.)	13,224,000	13,894,000
350.	Le Moyne College [1]	12,834,000	13,601,000
351.	Wilkes University [1]	not reported	13,561,000
352.	State University of New York Health Science Center at Brooklyn College of Medicine	13,330,000	13,419,000
353.	Linfield College	not reported	13,138,000
354.	East Tennessee State University Foundation	12,154,000	13,070,000
355.	Emporia State University Foundation [6]	14,254,000	12,987,000
356.	Warren Wilson College	9,998,000	12,804,000
357.	Christian Brothers University [1]	12,531,000	12,625,000
358.	Medical College of Georgia	not reported	12,443,000
359.	University of Rhode Island Foundation	11,512,000	12,083,000
360.	Midway College	not reported	11,444,000
361.	Pittsburg State University	10,335,000	10,994,000
362.	Menlo School and College	not reported	10,815,000
363.	Kent State University Foundation	not reported	10,243,000
364.	Harrisburg Area Community College	7,768,000	10,226,000
365.	GMI Engineering and Management Institute	not reported	9,731,000
366.	Sage Colleges	8,940,000	9,348,000
367.	St. John Fisher College [1]	8,124,000	8,729,000
368.	Widener University	7,622,000	8,638,000
369.	Merrimack College	7,788,000	8,501,000
370.	Bellarmine College [1]	7,650,000	8,405,000
371.	Grand Valley State University	7,141,000	8,186,000
372.	Long Island University [1]	6,370,000	8,109,000
373.	Philadelphia College of Textiles and Science	7,439,000	7,987,000
374.	Seattle Pacific University	6,953,000	7,812,000
375.	University of Guam [2]	5,597,000	7,671,000
376.	Eastern Michigan University	not reported	7,524,000
377.	Eastern Illinois University	6,048,000	7,210,000
378.	University of Tampa [1]	not reported	7,122,000
379.	State University of New York Stony Brook Foundation	6,178,000	7,106,000
380.	State University of New York Health Science Center at Syracuse	6,956,000	6,896,000
381.	Mars Hill College [1]	not reported	6,593,000
382.	Mount Mercy College	6,340,000	6,564,000
383.	Rosemont College	6,399,000	6,402,000
384.	Ferris State University	5,820,000	6,228,000
385.	Southwest Missouri State University Foundation	4,290,000	5,413,000
386.	Western Illinois University Foundation	not reported	4,620,000
387.	Kentucky Wesleyan College	4,010,000	4,569,000
388.	Salisbury State University	3,815,000	4,291,000
389.	Alverno College	3,136,000	4,268,000
390.	Oakland University	3,072,000	3,922,000
391.	Walla Walla College	3,383,000	3,573,000
392.	State University of New York Potsdam College Foundation	3,091,000	3,394,000
393.	New Jersey Institute of Technology	not reported	3,272,000
394.	State University of New York, all campuses except those listed separately	2,328,000	2,385,000
395.	Indiana University of Pennsylvania	2,009,000	2,053,000

Note: The table includes 395 institutions participating in the comparative-performance study by the National Association of College and University Business Officers. Some 1990 endowment values have been revised and may differ from previously published statistics.

[1] As of May 31
[2] As of September 30
[3] As of August 31
[4] As of July 31
[5] As of April 30
[6] As of December 31

Controversial Hate-Speech Codes Rarely Enforced

Continued From Preceding Page
sponse to reports from colleges across the country of an increase in harassment directed at members of minority groups, homosexuals, and women.

"We wanted to be ready should we have any particular problems," Ms. LaPlante says.

■ Emory University has dealt with about two dozen allegations of violations since its anti-harassment policy was instituted in 1988. Many of the complaints have dealt with sexual harassment, although a few have involved accusations of anti-homosexual remarks. Emory suspended two graduate teaching assistants after allegations of sexual harassment, but it dealt with most of the other violations by reprimanding students who were found guilty.

■ Officials at the University of California at Los Angeles say that a student who violated the university's speech code and physically assaulted and sexually harassed other students has had to perform several hours of community service, establish a program to educate his fraternity about sexual harassment, and write a paper for the dean of students on the topics of "heterosexism" and the origins of programs aimed at discouraging sexual harassment. Another student who physically assaulted a student and violated the speech code has been prohibited from having any further contact with the victim of his attack and was required to write a paper on "Words of Oppression."

■ Eastern Michigan University has seen one violation of its anti-harassment policy. University officials would not reveal details of the case because they are still deciding on a penalty for the student involved.

■ Officials at the University of Arizona say they have not used the hate-speech policy they instituted in 1990. But Alexis Hernandez, associate dean of students, says that if the university were to punish students for violating the policy, "the focus would be on education." Students probably would be asked to attend workshops about harassment and participate in community-service projects.

Informal Solutions

Administrators at a variety of institutions with hate-speech policies say they prefer to resolve violations informally, rather than with official penalties.

"Generally, apologies and getting the students together help resolve a lot of the situations," says Beth Wilson, the affirmative-action officer at the University of Oklahoma.

"Most of the incidents aren't intended to be malicious," Ms. Wilson says. "They're just young, immature students who are, for the first time, getting immersed with people from different cultures. They just have to be sensitized."

Students on some campuses who use racial slurs or other types of epithets are required to go to special workshops to learn how slurs and epithets can upset others.

At Emory University, for example, administrators have held several workshops on sexual harassment for students and faculty and staff members who have been accused of using sexist remarks.

The participants are given quizzes so university officials can test their knowledge of what constitutes sexist behavior and harassment. They review legal cases involving sexual harassment, participate in "role playing" exercises to learn what the university considers to be harassment, and watch videos that feature various scenes involving sexual harassment.

"The workshop sessions are eye opening and enlightening," says Robert Ethridge, assistant vice-president for equal opportunity. "For some people, the sessions won't change their minds, but for others, being confronted with these issues has a long-term positive benefit."

'Some Feel Remorse'

Other proponents of workshops compare them to educational sessions that people convicted of drunk driving must attend in some states. "Some people might really feel remorse, and some might just be attending because they have to," says James E. Sulton, Jr., special assistant to the president for minority affairs for the University of Wisconsin system. "They can be effective in some cases in changing minds and attitudes."

Students who are punished under campus speech codes are sometimes assigned to attend courses in psychology, sociology, and ethics to increase their understanding of prejudice and stereotypes.

At the University of Wisconsin at Stevens Point, for example, a student who stole his Japanese roommate's bank card and used it to steal $60 was required to enroll in an ethics or East Asian studies course. The student who stole the card told campus officials that he resented his roommate because he was Japanese and did not speak fluent English.

Many institutions have not adopted separate codes to penalize students who say and do things that offend others. But some still punish students who say or do things that others find offensive.

Last fall, for example, Harvard University punished three medical students for an episode at a Halloween party. Two white students appeared in blackface as Clarence Thomas and Anita Hill, and a black student punched one of them.

Objections to Rules

A committee of several medical-school faculty members recommended that the white students prepare a syllabus and bibliography on medicine in a multi-ethnic society "for their own education and that of their classmates." The committee also recommended that the black student be suspended, but an appeals panel instead placed him on probation for two years. It also required him to complete 20 hours of community service working with victims of violence and to attend counseling sessions.

Officials on campuses that have not instituted hate-speech policies say that students do not have to be punished to understand the effect their remarks have had on others. Those officials say their experiences prove that speech codes aren't needed.

"I have a concern about forcing students into mandatory workshops," says Sue Wasiolek, dean for student life at Duke University, which does not have a hate-speech code. "It bothers me about our society in general that the only way people think they can change behavior is to set up a rule."

Ms. Wasiolek says she often invites students whose speech offends others to talk with her informally—talks that sometimes result in apologies.

She says: "Our mission is to facilitate the exchange of differences and different opinions—not to brainwash people." ■

FACT FILE: 1991 Freshman Merit Scholars

This table shows the 62 colleges and universities enrolling the largest numbers of freshman Merit Scholars named in 1991.

The table shows the total number of Merit Scholarship winners and the number whose scholarships were paid for by the institution, not by the National Merit Scholarship Corporation or other corporate sponsors.

The rankings were determined by *The Chronicle* from an alphabetical listing appearing in the 1990-91 annual report of the National Merit Scholarship Corporation.

Over all, 6,552 freshman Merit Scholars were enrolled—3,720 at 248 private institutions and 2,832 at 152 public institutions.

	Number of scholars	Number sponsored by institution
1. Harvard and Radcliffe Colleges	292	0
2. Rice University	246	162
3. University of Texas at Austin	210	163
4. Stanford University	159	0
5. Texas A&M University	154	118
6. Yale University	144	0
7. Princeton University	107	0
8. Northwestern University	105	71
9. Ohio State University	102	74
10. Massachusetts Institute of Technology	100	0
10. Duke University	100	10
10. Brigham Young University	100	74
13. University of Florida	96	79
13. University of Chicago	96	72
15. Georgia Institute of Technology	90	72
15. University of California at Los Angeles	90	70
17. Carleton College	86	64
18. University of New Orleans	75	63
19. Virginia Polytechnic Institute and State University	74	61
20. University of Oklahoma	73	53
21. University of Houston	70	61
22. Michigan State University	67	52
22. Cornell University	67	0
24. Brown University	60	0
25. University of California at Berkeley	58	0
26. Johns Hopkins University	56	45
27. University of Michigan	55	0
28. University of Arizona	54	41
29. Dartmouth College	53	0
30. Harvey Mudd College	50	39
31. University of Kansas	48	40
31. Iowa State University	48	37
31. University of Kentucky	48	35
31. University of Minnesota–Twin Cities	48	33
35. Baylor University	47	35
35. University of Illinois at Urbana–Champaign	47	0
37. Washington University (Mo.)	46	31
37. University of Pennsylvania	46	0
37. University of California at San Diego	46	39
37. George Washington University	46	22
41. Vanderbilt University	45	30
42. Macalester College	44	37
43. University of Alabama at Tuscaloosa	43	30
44. University of North Carolina at Chapel Hill	42	0
45. Trinity University	41	34
46. University of Notre Dame	40	0
46. Wheaton College (Ill.)	40	37
48. University of Missouri at Columbia	39	30
49. Florida State University	38	33
50. Southwest Missouri State University	37	32
51. University of Georgia	36	22
51. Case Western Reserve University	36	20
51. University of Virginia	36	0
54. College of William and Mary	35	20
55. Williams College	34	0
56. American University	33	25
56. University of Toledo	33	29
56. University of Southern California	33	26
59. Tulane University	32	20
59. University of Tennessee at Knoxville	32	27
61. University of Iowa	31	25
61. University of Maryland at College Park	31	26

SOURCE: NATIONAL MERIT SCHOLARSHIP CORPORATION

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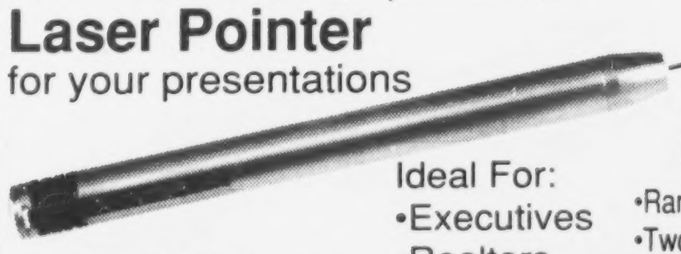

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Quote, Unquote

News Summary: Page A3

"The Merlins of the cold war. Their wizardry could tip the balance of superpowers in the twinkling of a quark."

A newspaper columnist, on the influence of physicists: A1

"In terms of the basic science, I think the answer is already in: There is nothing deeply problematic about doubling the human life span."

A professor of ecology and evolutionary biology: A9

"The art-history establishment has failed to demonstrate itself as a viable, responsible discipline in modern society and runs the risk of reducing itself to a mere antiquarian activity."

A professor of art history, on the lack of debate over restorations: B3

"The Willie Sutton complex is alive and well and living in every state that has a healthy pension fund."

A lawyer, on efforts to cut contributions to state pensions: A27

"It's destroying some scientific schools. What took decades to build up is now taking months to destroy."

A Russian physicist, on the scientific brain drain there: A41

"This is a struggle for the soul of this institution. The question that will be answered here is essentially this: What is our mission? Why do we exist? Are we here to teach and learn or are we here to house big-time athletics?"

The president of the U. of Nevada at Las Vegas: A39

"It's my hobby. It became my education and then my profession. I can't complain."

Samir A. Husni, a self-described student of the newsstand: A7

SECTION 1	PAGES A1-52
Athletics	A38-40
Business & Philanthropy	A33-34
Gazette	A45
Government & Politics	A27-32
Information Technology	A22-26
International	A41-44
Personal & Professional	A17-20
Scholarship	A8-16
Students	A35-37
SECTION 2	**PAGES B1-68**
Bulletin Board	B8-67
Opinion, Letters, Arts	B1-7

BOB MAHONEY FOR THE CHRONICLE

Teaching Assistants Get More Training

Many colleges are expanding training programs for teaching assistants. Derina Sara Samuel, a TA from Zambia, says Syracuse University's intensive program helped her overcome her nervousness about "walking into a classroom of American students." Story on Page A17.

Dominance of Science Policy by Physicists Seen Waning With End of Cold War and Rise of Biological Research

By COLLEEN CORDES

After dominating U. S. science and technology policy for decades, physicists must now share their influence with others, especially biological scientists.

That's the view of some science analysts, who say the end of the cold war and the explosion of opportunities in biological research point to a new balance of power in the sciences—one with important implications for how the federal government supports scientific research.

After World War II, many of the most exciting technological advances stemmed from fundamental discoveries in the physical sciences. But today the biological revolution—spurred in part by contributions from physicists and chemists—is producing an avalanche of stunning scientific and technological progress, the analysts suggest. Administration officials say that recent actions by the National Science Foundation and the White House indicate that the federal government has recognized the change.

Bolstered by Public Image

The decline in the influence of physicists was discussed in a recent column by Michael Schrage, a columnist for *The Los Angeles Times*. The column has sparked debate among scientists with its assertion that "the age of the physicists is over."

"The Merlins of the cold war," Mr. Schrage called the physicists. "Their wizardry could tip the balance of superpowers in the twinkling of a quark."

JOHN HUNTER MOTTERN FOR THE CHRONICLE

Nicolaas Bloembergen of Harvard U.: Physics had and still has an important role in making the dreams of biotechnology come true.

Bolstered by that public image, he wrote, they won large amounts of federal money for national laboratories, "Star Wars" research, and high-energy accelerators, including the multibillion-dollar Superconducting Supercollider. They also often won a relatively large share of the top posts for scientists in academe, industry, and government.

But the influence of physicists is now waning, he said, because of changes in geopolitics and the nation's scientific and technological priorities.

Role of the Atomic Bomb

Some physicists contend that Mr. Schrage's analysis exaggerated and oversimplified the influence of physicists and the role of the atomic bomb in enhancing their power.

Donald N. Langenberg, a physicist who is chancellor of the University of Maryland, argues that physicists' role in developing the nuclear bomb thrust them into the Washington spotlight.

After the war, he adds, it was natural for politicians to turn for advice to scientists they knew.

"It's probably fair to say that nuclear weapons provided the early entrée for some physicists to learn how to function in Washington," Mr. Langenberg says.

Nicolaas Bloembergen, professor emeritus of physics at Harvard University, emphasizes that the prominence of physicists has not been limited to defense. He points to the use of lasers in medicine and advances in high-temperature superconduc-

Continued on Page A32

This Week in The Chronicle

March 4, 1992

Research

A MAVERICK'S VIEW OF THE ORIGINS OF FREEDOM
Praise and criticism surround a sociologist's contention, in an award-winning book, that freedom in Western society owes its birth to slavery: A8

NEW FINDINGS FROM STUDIES OF AGING
Researchers who have bred flies and worms to live nearly twice as long as their normal life spans say human life can be greatly lengthened: A9

PRINCETON TO OPEN WILDLIFE CENTER
The university says it will establish a research center in Kenya on a 48,500-acre cattle ranch donated by an alumnus: A10

20-year-old essay on black culture finds a publisher: A8
New volley in the James Joyce textual wars: A8
AIDS transmission to infants studied: A11
Stowe's work seen as derived from 'parlor literature': A12
Language skill linked to size of a part of the brain: A12
Economic status called key to student math scores: A12
Books: Ideology of art exhibitions; the age of propaganda; studies of housework: A13
National Academy of Engineering elects new members: A14
91 new scholarly books: A14

Teaching

STUDYING ARCTIC CULTURES WITH KAYAKS
Students at Sheldon Jackson College build their own boats using the techniques of the Inuit Eskimos: A17

Computing

CONTROVERSY OVER HIGH-SPEED NETWORK
A Congressional panel fears that the National Research and Education Network might be set up in a way that could deny access to an array of prospective users: A22

VIDEODISKS FOR ETHICS EDUCATION
Professors at Carnegie Mellon U. use multimedia technology to simulate thorny moral situations: A22

Two students arrested for slipping virus into archive: A22
Vast majority of Library of Congress items still on paper: A22
Network would let music therapists exchange data: A22
A worldwide search for computer viruses: A25
Center plans inventory of humanities texts: A25
Four new computer programs; two new optical disks: A26

Personal & Professional Concerns

STANFORD SAID TO ASK FOR RESIGNATION
The head of the medical school's neurosurgery department, who was accused of sexism by a female physician, says he has been asked to quit: A17

HELP FOR TEACHING ASSISTANTS
Spurred by concerns over the quality of undergraduate education, colleges are expanding efforts to teach teaching assistants how to teach: A17

A LOVE AFFAIR WITH MAGAZINES
A journalism professor obsessed with new magazines produces a guide with a fervent following in the publishing world: A7

MONETARY REDRESS UNDER TITLE IX
The Supreme Court says victims of intentional sex discrimination can sue their colleges for damages: A39

THE FIRST MULTICULTURALISTS
Anthropologists have studied other cultures for decades, but are ignored by proponents of curricular diversity. Point of View: A52

TOO MANY FULL PROFESSORS?
The jobs and salaries of tenured faculty members have been sacrosanct for too long. Opinion: B1

"WOMAN WITH BOUQUET" — JUAN MANUEL DIAZ BURGOS

"Open Spain/España Abierta," an exhibition of works by Spanish documentary photographers, opened recently at Columbia College in Chicago: B6

Shop may open in U. of Texas administration tower: A6
UCLA professor found guilty of research fraud: A6
St. Mary of the Plains College to close at the end of June: A6
Three trustees resign from black college: A7
Meningitis scare prompts vaccinations at U. of Illinois: A7
U. of Maine sells its herd of 58 Jersey cows: A7
Team-teaching course, a first, is probably the last: A17
Gentility takes some lumps at Lees College: A17
14 new books on higher education: A20

Federal & State Governments

IS THE DOMINANCE OF PHYSICISTS WANING?
After decades of dominating science policy, physicists must now share their influence with others, especially biologists, some science analysts say: A1

STATES TRIM PENSION-PLAN CONTRIBUTIONS
College employees are fighting back, accusing politicians of plundering retirement nest eggs: A27

SENATE BACKS COLLEGE BILL
- An overwhelming vote to reauthorize the Higher Education Act comes after sponsors abandon a plan to require full financing for Pell Grants: A27
- Senators introduce a bill to test the idea of giving direct federal loans to students at 300 colleges: A30

NEW CHARGES AGAINST ACCREDITATION OFFICIAL
Academics say John C. Hirschfeld's remarks about blacks and gays make him unfit to serve: A27

CUNY GROUP SUES NEW YORK STATE
It charges that the state's "unequal" financing of its two university systems is racially discriminatory: A28

A REPRIEVE FOR THE IVY LEAGUE?
The Senate version of the Higher Education Act would let Ivy League institutions pledge as a group that they would offer only need-based student aid: A32

Pa. Governor trips on argument in budget proposal: A27
Two New York programs seem headed for oblivion: A27
Black-college board criticizes Education Department: A29
House passes tax bill with breaks for colleges: A29
Researcher says budget will slow efforts to curb AIDS: A29
Questions raised about provision in NEH program: A29

Athletics

PONDERING THE BIG TIME
Some on campus believe a football team would help put the U. of South Florida in the spotlight; others ask whether it can afford one: A38

MUSCLE FOR SEX-BIAS CASES
In a ruling that surprises legal experts, the Supreme Court says victims of intentional sex discrimination can sue their colleges for punitive damages: A39

THE TARKANIAN SAGA CONTINUES
Officials of the University of Las Vegas at Nevada flatly rebuff an attempt by the basketball coach to rescind his resignation: A39

Controversy swirls around U. of Colorado coach: A38
A free-throw score is settled: A38

Finance

RECESSION WOES HIT ANNUAL FUNDS
Fund raisers at many colleges are reporting significant declines in small gifts and are worried about meeting projected goals: A33

Stanford gets more time to challenge a bequest: A33
Hartwick College will change its official seal: A33
Center offers information on tobacco companies: A33
Foundation grants; gifts and bequests: A34

Students

FRICTION OVER STUDENT NEWSPAPERS
Student journalists on many campuses are fighting administrators, and other students, over the content of their newspapers: A35

AID FOR BOATERS IN DISTRESS
The reputation of Eckerd College's Search and Rescue Team, made up of student volunteers, has spread across the country: A35

Cornell sponsors intercollegiate rock-climbing event: A6
Georgia College cadets star in a television movie: A6
Fort Lewis College will hear Ku Klux Klan leader: A35
Some at U. of Wisconsin seek new hate-speech code: A35
Talent show wraps up Black History Month at Lehigh: A35

International

U.S. TO CHANGE RULES ON VISAS
Federal officials say they'll alter proposed regulations that colleges fear would make it harder to bring foreign students and professors to American campuses: A41

EXODUS FROM THE FORMER SOVIET UNION
Physicists and other scientists are leaving their labs in droves, raising fears over the future of research: A41

FRENCH STUDENTS PROTEST REFORM PLAN
A government proposal to reorganize university education leads to peaceful demonstrations: A43

DISSIDENTS SENTENCED IN CHINA
At least three students are among seven people convicted of opposing China's Communist system: A43

Russian scientists meet in U.S. to discuss their future: A41
Worries about Russia's civilian scientists: A41
Science academies warn of environmental ills: A41

Arts

WHERE ARE THE ART HISTORIANS?
A peculiar silence from the scholarly community about how well the job of art restoration is being done has undermined the art-history establishment. Opinion: B3

'THE COLUMBUS OF THE WOODS'
An exhibition at Washington University focuses on Daniel Boone's role as a "central persona" in America's search for identity. End Paper: B68

Gazette: A45

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THE CHRONICLE OF HIGHER EDUCATION

Section 2

March 4, 1992

THOMAS KERR

Opinion: Controversies over art restoration **B3**

"VIGO" FROM THE SERIES "PAISAXES" © 1990 MANUEL SENDÓN

The Arts: Photos from Spain; family theater; architecture **B4**

"PIONEER" GEORGE CALEB BINGHAM

End Paper: Daniel Boone as American icon **B68**

Letters to the Editor **B6-7**

Bulletin Board **B8-67**

ROBERT SOUCY FOR THE CHRONICLE

Too Many Full Professors: a Top-Heavy Pyramid

By Andrew Hacker

EVEN THE RICHEST CAMPUSES are pleading poverty. Yale University, with its 10-digit endowment, has eliminated its water-polo team and has proposed closing its department of linguistics. Middlebury College a few months ago fired departmental secretaries with decades of devoted service. The causes of these and other cutbacks need no elaboration. State legislatures, in some cases responding to taxpayer revolts, have slashed higher-education budgets. At private colleges, tuition increases cannot cover mounting bills, and gifts in this recessionary era fill only a fraction of the gap. Yet the biggest item in college budgets has remained sacrosanct. The jobs and salaries of tenured faculty members have gone virtually untouched, even as part-time lecturers receive pink slips. Trying to remove even an associate professor can elicit a prolonged court fight. Apart from cases of moral turpitude, colleges must prove that "financial exigencies" make it necessary to dismiss some tenured professors. And since cuts in the faculty ranks are confined to the bottom rungs of the professoriate, several adjunct faculty members must be dismissed to preserve the salary of a single senior professor.

OPINION

FIGURES on faculty ranks and costs can be derived from information on compensation of full-time faculty members published by the American Association of University Professors. The chart on the next page provides data for a cross section of institutions for academic 1990-91. On at least half of the faculties listed, the number of full professors exceeds the

Continued on Following Page

The Full-Professor Bloat: a Top-Heavy Pyramid

Continued From Preceding Page

combined number of faculty members in all other ranks. Indeed, the University of Chicago had 470 full professors, compared with only 150 at the assistant-professor level. The comparable numbers at Stanford University were 532 and 175.

These distributions obviously affect budgets. Pay for full professors can rise above $100,000 and can reach $60,000 even at "second-tier" schools. At Harvard University and the University of California at Berkeley, salaries and benefits for those at the top consume more than three-quarters of the payroll for full-time faculty members. And even where full professors make up less than a majority, they sometimes still absorb about half of the money available for faculty salaries, as at Iowa State University and the University of South Carolina.

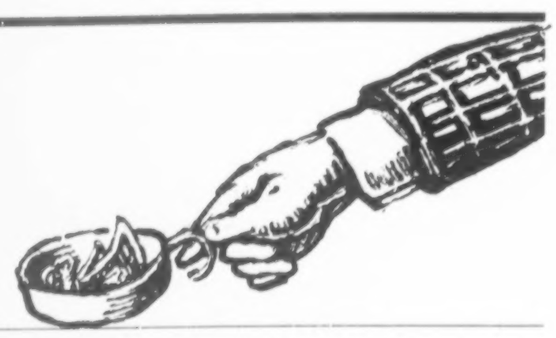
It might be useful to ask what has produced the plethora of full professors with such liberal salaries. In fact, academe's inverted pyramid is something of an anomaly in this country. Other organizations tend to have more conventional employment structures, with a broader base and fewer people at the top. The military is an example: The number of officers tapers off in each successive rank. Yet in the faculty world, people usually get lifetime tenure in their 30's and often are promoted to full professor before they reach 40. With the end of mandatory retirement, some could stay at the top of the pay scale for 40 years or more.

THE CURRENT SITUATION began in the 1960's and 1970's, when faculties expanded more than threefold to accommodate ballooning enrollments. Promotions and tenure were granted with unprecedented generosity because of the heavy demand for faculty members and pressure to keep salaries from being eroded by inflation. Moreover, a clubby atmosphere developed concerning faculty pay. Certainly, annual raises for everyone make for more amiable relations among colleagues. In addition, a college's image may be enhanced if it is known for having a well-paid faculty. It is one thing, however, for an elite university to give six-figure salaries to several of its stars; presumably academic celebrities must get that kind of money to keep them from going elsewhere. But how are we to react when one university's *average* salary for its 644 full professors is $109,100? A skeptic might wonder why some professors continue to receive lavish pay, augmented by annual increases, even when they are past their productive prime and no longer receive outside offers of employment.

It is not clear that professors need the levels of salaries that they now receive. In a typical campus town like Ames, Iowa, where Iowa State is located, $77,900 goes a very long way. Most middle-aged academics have put their kids through college and paid off their mortgages. Many have working spouses, often with well-paying jobs. Look at how many take off for foreign parts after a term ends, even before their final exams are handed in. Someone once went Thorstein Veblen one better by calling attention to the "leisure of the theoried classes."

Perhaps the most troubling consequence of full-professor bloat is that it leaves colleges and universities with little money left to hire or retain younger people who have not yet achieved tenure. When non-tenured faculty members have trouble getting jobs or permanent appointments, word gets around; the result is that fewer students than in the past are considering academic careers. During the past two decades, the number of doctoral degrees awarded to American citizens has declined. Back in 1970, about 700 doctorates were granted for every 1,000 graduate degrees in law and business administration. Last year, the ratio was less than 240 per 1,000. Nor does it appear that forecasts of coming shortages of faculty members have persuaded more of today's college graduates to consider academic careers.

> With dollars freed by paying fewer professors top salaries, institutions would have more money to pay other faculty members.



Top-heavy faculties also mean that students increasingly are taught by professors who are even older than their parents. This age gap may hamper older professors insofar as effective teaching requires an awareness of young people's sensibilities. Such an understanding may be especially difficult to achieve today, when undergraduates often appear to be inhabiting a different planet. That may be why some senior faculty members are accepting offers of early retirement: They simply may no longer enjoy teaching students whom they view as ill informed and semi-literate.

What about the future? Several possibilities come to mind: One is to give the pyramid a broader base, by setting more stringent rules for promotions and tenure. With this option, it would be understood that not everyone must become a full professor or achieve the top pay grade. Thus, for example, tenure at a lower rank could be given to people who devote themselves entirely to teaching. In other occupations and professions, it is not uncommon to retire at their equivalent of the assistant-professor level. We might look at how institutions such as Alcorn State University and Xavier University of Louisiana manage a more graduated distribution of ranks and salaries. One suspects that a long tradition of tight budgets has forced them to be more realistic in assessing faculty contributions. With dollars freed by paying fewer professors top salaries, institutions would have more money to pay tenured associate professors and other faculty members. Nor are the issues entirely financial. Institutions as a whole would gain by having more junior colleagues with new ideas and approaches.

ALSO drawing on other occupations, we might remember that when things get tight in the business sector, union members have been known to accept shorter hours so as to share the available work. In other instances, employees with the most seniority agree to take pay cuts so that younger employees can stay on the job. Does anyone wish to argue that while such sacrifices may be suitable for steelworkers, they are inappropriate for academics?

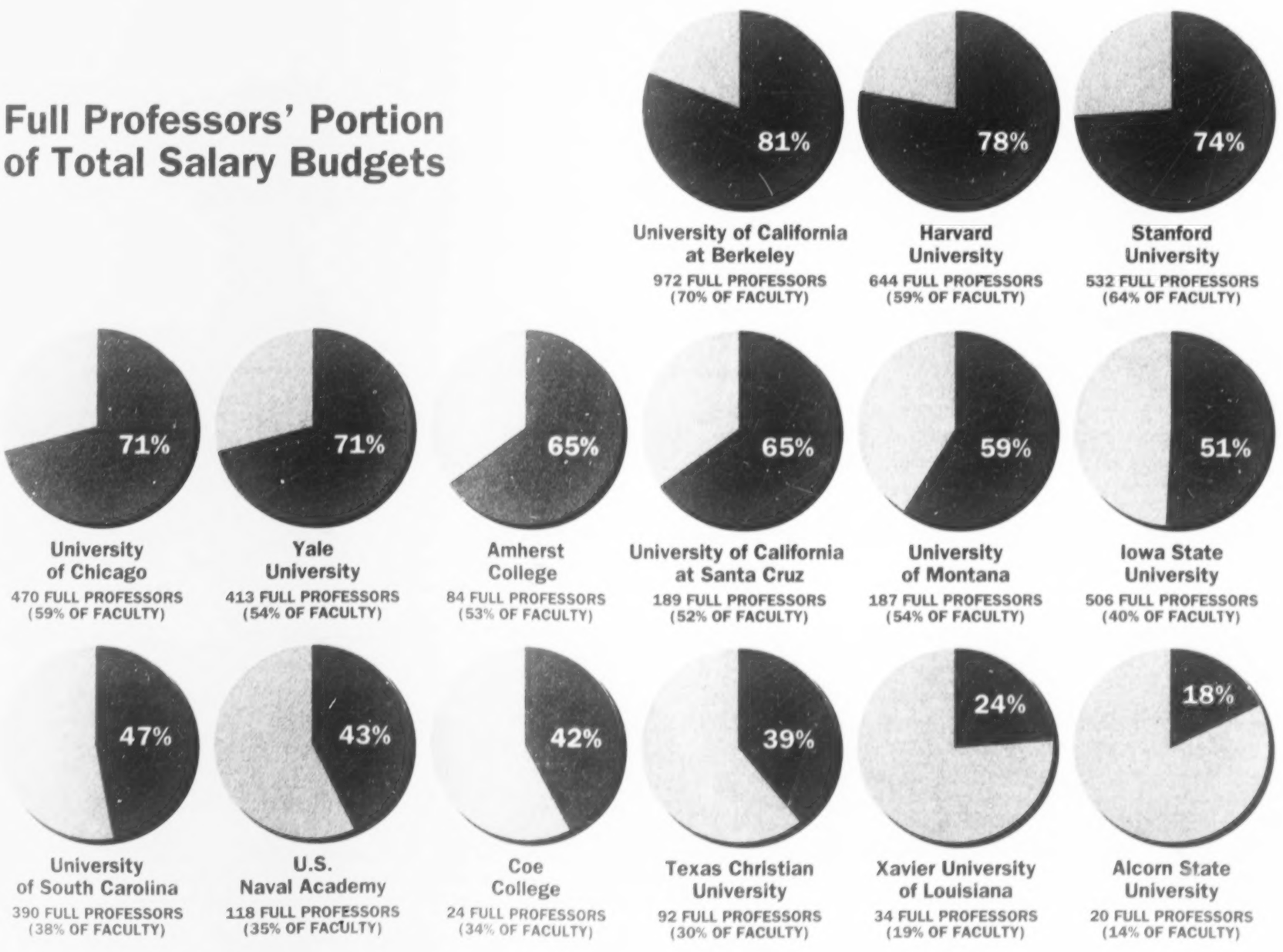
A further model can be found in a Japanese practice. Once middle-level executives reach their 50's, they begin receiving reduced paychecks. In return for lifetime security, they agree to end their careers in more modest staff jobs. There is no reason why academics couldn't accept similar reductions at an agreed-upon age. Do we really want to claim that professors in their 60's "need" six-figure compensation?

FINALLY, a little altruism would help. Such a spirit would be all the more in order, since compulsory retirement is being phased out, and faculty members can stay on at full pay as long as they wish. Yet full professors could opt to retire at 65 with full Social Security benefits, supplemented by comfortable pensions. Those who want to keep on teaching could arrange to do so for a token stipend, while their former salaries could be earmarked for recruiting and retaining junior faculty members.

These are not starry-eyed proposals. We hear a lot about how older citizens are better off than ever before, while the coming generation faces fewer options and greater insecurities. At a time of budget freezes and firings, can senior faculty members really feel comfortable about absorbing so large a share of shrinking budgets? After all, we academics always have claimed that we chose careers of teaching and scholarship for other than financial reasons. Now is an opportune time to back up our words with deeds—by sharing some of our financial good fortune with those who want to carry on our calling.

Andrew Hacker is professor of political science at Queens College of the City University of New York.

Full Professors' Portion of Total Salary Budgets



NOTES: "Salary budgets" equal salary and benefits for full-time faculty members. Excludes salaries of medical-school faculty members.

SOURCE: 1990-91 salary survey, American Association of University Professors

CHRONICLE CHART BY JOEL GRAGNANI